

Minutes of the Strategic Planning Session of the  
Board of Mayor and Aldermen, City of Kingsport, Tennessee  
Monday, March 1, 2021, 5:15 PM  
Eastman Board Room – Chamber of Commerce

PRESENT: Board of Mayor and Aldermen

Mayor Patrick W. Shull, Presiding  
Vice-Mayor Colette George  
Alderman Jennifer Adler  
Alderman Betsy Cooper

Alderman Darrell Duncan  
Alderman Tommy Olterman (via zoom)  
Alderman James Phillips

City Administration

Chris McCartt, City Manager  
Ryan McReynolds, Deputy City Manager  
Michael Borders, Assistant City Manager  
J. Michael Billingsley, City Attorney  
Lisa Winkle, Treasurer/Interim City Recorder  
Angie Marshall, City Clerk/Deputy City Recorder  
Dale Phipps, Interim Chief of Police  
Scott Boyd, Fire Chief  
George DeCroes, Human Resources Manager  
John Rose, Economic Development Director  
Bart Rowlett, Assistant City Attorney  
John Morris, Budget Officer  
Ken Weems, Planning Manager  
Jessica Harmon, Assistant to City Manager  
Hannah Purdy, Community Services Specialist

1. **CALL TO ORDER:** 5:15 p.m. by Mayor Patrick W. Shull.

2. **DISCUSSION ITEMS:** City Manager McCartt provided an introduction and discussed the staff work to date on the strategic plan consisting of a balanced scorecard, core values and goals contained in the city budget. He noted each of these change somewhat over time and presented details on changes to the six values: citizens, integrity, leadership, employees, excellence and partnerships. Each member of the Leadership team then provided details on proposed updates to the following goals:

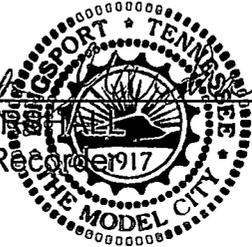
- Citizen Friendly Government
- Attract & Retain a Qualified Municipal Work Force
- Economic Growth Development & Redevelopment
- Stewardship of the Public Funds
- Strong Public Education System
- Reliable, Dependable Infrastructure
- Superior Quality of Life
- Safe Community

There was interactive discussion throughout the meeting with suggestions for other changes. Mr. McCartt stated staff would continue to work on these and present a final draft to the board at a later date. He encourage the board to email him with any suggestions not presented here.

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3. **ADJOURN.** Seeing no other matters presented for discussion at this work session, Mayor Shull adjourned the meeting at 7:40 p.m.

  
ANGELA MARSHALL  
Deputy City Recorder



  
PATRICK W. SHULL  
Mayor